



FORCE MANAGEMENT  
AND PERSONNEL

ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

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Civilian Personnel Manual  
CPM Basic Installment No. 9  
February 1, 1986

DEPARTMENT OF DEFENSE  
CIVILIAN PERSONNEL MANUAL (CPM)  
CPM BASIC INSTALLMENT NO. 9

CPM Chapter 412, "Executive, Management and Supervisory Development", is issued herewith.

1. Add new pages as indicated below immediately following Federal Personnel Manual (FPM) Chapter 412.

<u>CPM Identification</u>	<u>Insert Pages</u>	<u>Explanation of Changes</u>
412	1-1 through 1-2	Updates and replaces DoD Instruction 1430.8; implements Federal Personnel Manual (FPM) Chapter 412 within the Department of Defense by providing policy and guidance on DoD Executive, Management and Supervisory Development programs.

2. File this Installment Sheet immediately preceding CPM Chapter 272.
3. The policies and requirements contained in this CPM Chapter are effective on February 1, 1986. On the same date DoD Instruction 1430.8 is canceled.

*Chapman B. Cox*

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Assistant Secretary of Defense  
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Attachment

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CPM CHAPTER 412  
EXECUTIVE, MANAGEMENT  
AND SUPERVISORY DEVELOPMENT

Subchapter 1. Executive, Management, and Supervisory Development Policies

1-1. EXECUTIVE, MANAGEMENT, AND SUPERVISORY (E-M-S) DEVELOPMENT

c. REFERENCES

- (1) Office of Personnel Management (OPM), Federal Personnel Manual Chapter 412, "Executive, Management, and Supervisory Development," March 1, 1985.
- (2) DoD Directive 1430.4, "Civilian Employee Training," January 30, 1985.
- (3) DoD Civilian Personnel Manual (CPM) Chapter 410, "Training," October 1, 1985.
- (4) DoD Instruction 1430.8, "Manager Training and Development of Civilian Employees in the Department of Defense," October 30, 1970 (hereby canceled).

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d. E-M-S DEVELOPMENT IN THE DEPARTMENT OF DEFENSE. Each DoD Component shall establish E-M-S programs suited to its own systems of management, the policies outlined in this Manual, and those contained in Basic Federal Personnel Manual (FPM) Chapter 412 (reference (1)). Specifically:

- (1) Heads of DoD Components shall:
  - (a) Provide the resources needed to maintain a high degree of executive, manager, and supervisor competence;
  - (b) Encourage employees to prepare themselves for advancement to top career levels and to supplement self-development with appropriate DoD Component-sponsored training and education;
  - (c) Ensure the early identification, training, and development of employees with executive, managerial and supervisory abilities;
  - (d) Ensure that executives, managers, and supervisors possess conceptual, problem-solving, decision-making, leadership, interpersonal, communications, and other skills, knowledges, and abilities required to maintain high quality and efficient performance;

- (e) Ensure that executives, managers, and supervisors possess the broad interdisciplinary skills that extend beyond their academic or career field speciality and that are required for successful job performance;
  - (f) Establish and provide specifically for periodic review (e.g., once every two years) of Component executive, manager, and supervisor training programs to update the material taught and to improve program quality.
- (2) Executives, managers, and supervisors at all levels shall:
- (a) Identify employees who demonstrate potential for increased responsibility and managerial assignments;
  - (b) Plan for the development of those employees identified, per paragraph (a), above, to achieve their maximum supervisory, managerial, or executive potential.

1-2. LEGAL AND REGULATORY GUIDANCE

d. Delegation of Training Authority Within the Department of Defense Title 5, United States Code, Section 4103 authorizes the Secretary of Defense to establish, operate, and maintain training and development programs. This authority is delegated to the Heads of DoD Components by DoD Directive 1430.4 (reference (2)). Detailed guidance on the administration of this delegation is published in DoD Civilian Personnel Manual (CPM) Chapter 410 (reference (3)).

1-3. PROGRAM COVERAGE AND DEFINITIONS

d. Agency. As used in FPM Chapter 412 (reference (1)), "agency" has the same meaning as DoD Component.

e. DoD Component. For civilian training program administration purposes, DoD Components are those specified in paragraph B., DoD Directive 1430.4 (reference (2)). For ready reference, they are: the Office of the Secretary of Defense (OSD); the Military Departments; the Organization of the Joint Chiefs of Staff (OJCS); the Unified and Specified Commands; the Inspector General of the Department of Defense (IG, DoD); the Uniformed Services University of Health Sciences.